

**CITY OF MOUNTAIN VIEW
MEMORANDUM**

DATE: March 25, 2005

TO: City Council

FROM: Kevin C. Duggan, City Manager

SUBJECT: MARCH 29, 2005 STUDY SESSION—FY 2005-06 GOAL-SETTING
FOLLOW-UP

PURPOSE OF STUDY SESSION

The purpose of this study session is to follow up on the work done by the City Council at its February 15 goal-setting workshop to further refine the list of proposed major City goals for FY 2005-06. In preparation for this study session, staff has identified those goals that require additional clarification/definition as well as those goals that may require more staff and/or financial resources than are anticipated to be available during the upcoming fiscal year.

BACKGROUND AND ANALYSIS

The City Council conducted a goal-setting workshop for FY 2005-06 on February 15. At that workshop, the City Council heard a presentation and discussed the City's current fiscal year goals and potential additional goals for FY 2005-06. The City Council also participated in a process to prioritize/rank goals for the upcoming fiscal year.

Attachment 1 to this memorandum lists the results of the Council's ranking of proposed major City goals for FY 2005-06.

Attachment 2 to this memorandum is a draft list of proposed major City goals for FY 2005-06. The goals included in this list have been categorized into three groups:

- Council priorities/nondiscretionary goals—goals that received a relatively high number of "votes" at the February 15 workshop, have already been funded/approved by the City Council, are viewed by staff as priority projects/issues and/or are already in process.
- Still-evolving goals that may be impacted by City Council actions prior to the start of FY 2005-06.

- New goals identified since the February 15 workshop.

This list should be considered a "work in progress" that will be modified after further City Council discussion regarding goals during the March 29, 2005 study session and any other subsequent Council discussions regarding City goals for the upcoming fiscal year.

A separate list (Attachment 3) identifies projects that will compete for the most constrained staff resources during FY 2005-06. These staffing resources will be constrained because they are also needed to support other proposed goals in FY 2005-06 and/or they are committed to existing City projects that are already in progress. Additional discussion regarding some of the staffing, workload and/or financial challenges posed by these goals is provided in Attachments 4 and 5 to this memorandum. Additional City Council discussion/direction regarding these goals will be needed.

CONCLUSION

Staff has prepared a draft list of proposed major City goals for FY 2005-06 based on the discussion and goal-ranking results of the Council's February 15 goal-setting workshop. Additional Council discussion/clarification regarding some of the goals is needed in order to prepare for the Council's adoption of major City goals for FY 2005-06 on May 10, 2005.

Prepared by:

Kevin C. Duggan
City Manager

KCD/LF/8/CAM
601-03-29-05M^

- Attachments:
1. City Council Prioritized Goal List for FY 2005-06
 2. Proposed Major City Goals for FY 2005-06
 3. Projects Competing for the Most Constrained Resources
 4. March 18, 2005 Memorandum from the Community Development Director Regarding Community Development Department-Related Goals
 5. March 25, 2005 Memorandum from the City Manager Regarding City Manager's Office-Related Goals

**CITY COUNCIL GOAL-SETTING WORKSHOP
FEBRUARY 15, 2005**

CITY COUNCIL PRIORITIZED GOALS

GOALS	VOTES
Evaluate Creation of an Economic Development Task Force	5 LM, NG, TM, MP(2)
Resident/Customer Satisfaction Survey	5 TM, NG, MN, LM(2)
Initiate Process to Amend Zoning Ordinance to Allow Reduced Parking for Senior and Affordable Housing Projects	5 TM, MK, NG, MP(2)
Initiate Cuesta Park Annex Master Planning Process	5 MK, MN, TM, MP, NG
Evaluate Cost of City Projects	4 GP, MP, TM, MK
Investment in Energy Conservation to Reduce Ongoing Operating Costs/Renewable Energy Opportunities	4 NG, GP, MN(2)
Determine Future Use(s) for Centennial Plaza Train Station	4 NG, LM, TM, MK
Explore Strategy for Extending Hetch-Hetchy Trail	4 GP, TM, MN, LM
Historic Preservation Ordinance Follow-Up Items (Historic Resources Inventory, Tax Rebate Program)	3 MK, LM, NG
Implement Upgrades to City Web Site, Including CitySeek System Replacement	3 LM, MP(2)
Develop Rental Housing Inventory and Tracking System	3 MK, TM, MN
Development of an Affordable Housing Strategy	2 LM, NG
Child-Care Center Funding and Implementation Plan	2 MK, MN
Review of Child-Care Efforts/Strategies, Including Potential Zoning Changes to Allow for More Child-Care Centers	2 GP, MN

GOALS	VOTES
Charleston East—Removal of Nonprofit Use Reference	1 MK
Development of Minimum-Density Requirements	1 GP
Undertake Design for Constructing a Pedestrian/Bicycle Overcrossing Over U.S. 101 Near Permanente Creek	1 GP
Design and Construct a Bicycle Boulevard Route Beginning Near the Mayfield Mall Site and Terminating at the Stevens Creek Trail Near Downtown, and Continue Development of Additional Potential Bicycle Boulevard Routes as Identified by the Bicycle/Pedestrian Advisory Committee (B/PAC)	1 GP
Annual Cost Review	1 GP
Continue Cable Television Franchise Renewal	0
Continue Coordination of Shoreline Amphitheatre Operating Issues/Litigation	0
Palo Alto Medical Foundation Project Construction	0
El Camino Hospital Redevelopment Project Construction	0
Construction of Efficiency Studios Housing Project	0
Evaluate Mandatory Mediation Option	0
Mayfield Site EIR/Zoning	0
Central Park Apartments Rezoning and General Plan Amendment	0
Implement Extended Mobile Library Services Program	0
Complete Miramonte Reservoir Expansion Construction	0
Continue Coordination with VTA Regarding Highway 85/U.S. 101 Interchange Project Construction	0

GOALS	VOTES
Complete Design of and the Acquisition of Properties for the Stevens Creek Trail Extension from the Yuba Drive Trail Head to South of El Camino Real	0
Implement a Marketing Strategy for the Redevelopment of Downtown City-Owned Properties	0
Complete Construction of Devonshire Park	0
Construction of California Street/Bryant Street Parking Structure	0
Complete Renovation and Expansion of the Shoreline Golf Links Pro Shop	0
Begin Construction of the New Senior Center Facility	0
Complete Reconstruction of Shoreline Boulevard within Shoreline at Mountain View Park	0
Construction of Shoreline Maintenance Facility	0
Continue Studying the Impacts of the Use of Recycled Water for Irrigation in the City's North Bayshore Area and Initiate System Design Phase	0
Continue to Support Alza in its Electricity-Generation Project	0
Moffett Boulevard/Highway 101 Gateway Property Planning	0
Begin Construction of Stevens Creek Trail Overcrossing Over Moffett Boulevard	0
Complete Construction of Graham Reservoir/Well/Playfield Project	0
Explore Possible Locations for and Cost Estimates for Establishing One or More Community Gardens	0

GOALS	VOTES
Explore the Potential Development of New Athletic Fields at Whisman School/Park, Shoreline at Mountain View Six-Acre Site and Conference Center/Kite Lot	0
Participate in Water Resources Protection Collaborative	0
Hetch-Hetchy Capital Improvement Plan Support (through BAWSCA)	0
Bicycle Facilities for Small Developments	0
Develop Funding Strategy for Retirees' Health	0
Potential Expansion of City Fire Services to Moffett Field	0
Utility Billing System Replacement—Requirements Analysis, Software Assessment and RFP	0
Convert the Library Computer Center to a Computer Training Center and Offer a Variety of Training Programs for the Public	0
R4 Standards and Rezoning of 291 Evandale Avenue	0
Utility Undergrounding Requirements—Private Development Projects	0
Review Housing Zoning Conversion Discussion	0
City/School Collaboration	0

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PROPOSED MAJOR CITY GOALS FOR FY 2005-06

Council Priorities/Nondiscretionary Goals

- Conduct resident/customer services satisfaction survey.
- Initiate process to amend Zoning Ordinance to allow reduced parking for senior and affordable housing projects.
- Initiate Cuesta Park Annex master planning process.
- Evaluate cost of City projects.
- Investment in energy conservation to reduce ongoing operating costs/renewable energy opportunities.
- Determine future use(s) for Centennial Plaza train station.
- Explore strategy for extending Hetch-Hetchy Trail.
- Implement Historic Preservation Ordinance follow-up items (historic resources inventory, tax rebate program).
- Implement upgrades to City web site, including CitySeek system replacement.
- Develop rental housing inventory and tracking system.
- Development of an affordable housing strategy.
- Develop child-care center funding and implementation plan.
- Review of child-care efforts/strategies, including potential zoning changes to allow for more child-care centers.
- Removal of nonprofit use reference from Charleston East site.
- Development of minimum-density requirements.
- Undertake design for constructing a pedestrian/bicycle overcrossing over U.S. 101 near Permanente Creek.

- Design and construct a bicycle boulevard route beginning near the Mayfield Mall site and terminating at the Stevens Creek Trail, and continue development of additional potential bicycle boulevard routes.
- Continue cable television franchise renewal process.
- Continue coordination of Shoreline Amphitheatre operating issues/litigation.
- Support Palo Alto Medical Foundation project construction.
- Support El Camino Hospital redevelopment project construction.
- Support efficiency studios housing project construction.
- Process Mayfield site EIR/zoning.
- Process Central Park Apartments rezoning and General Plan amendment.
- Implement extended mobile Library services program.
- Complete Miramonte Reservoir expansion construction.
- Continued coordination with VTA regarding Highway 85/U.S. 101 interchange project construction.
- Complete design of and the acquisition of properties for the Stevens Creek Trail extension from the Yuba Drive trail head to south of El Camino Real.
- Implement a marketing strategy for the redevelopment of downtown City-owned properties.
- Design/construct Devonshire Park.
- Commence construction of California Street/Bryant Street parking structure.
- Complete renovation and expansion of Shoreline Golf Links Pro Shop.
- Begin construction of the new Senior Center facility.
- Reconstruct Shoreline Boulevard within Shoreline at Mountain View Park.
- Construct Shoreline maintenance facility.

- Continue studying the impacts of the use of recycled water for irrigation in the City's North Bayshore Area and initiate system design phase.
- Continue Moffett Boulevard/Highway 101 gateway property planning.
- Begin construction of Stevens Creek Trail overcrossing over Moffett Boulevard.
- Complete construction of Graham Reservoir/well/play field project.
- Explore the potential development of new athletic fields at Whisman School/Park, Shoreline at Mountain View Six-Acre Site and Conference Center/Kite Lot.
- Develop funding strategy for Retirees' Health Insurance Program.
- Process rezoning of 291 Evandale Avenue.
- Explore possible locations for and cost estimates for establishing one or more additional community gardens.
- Replace utility billing system.
- Convert the Library computer center to a computer training center.

Still-Evolving Goals That May Be Impacted by Actions Prior to FY 2005-06

- Develop requirements for bicycle facilities in small developments.
- Evaluate creation of an Economic Development Task Force.
- Potential expansion of City Fire services to Moffett Field.
- Implementation of department/programmatic cost of service reviews.

Additional Goals Identified Since February 15 Goal-Setting Workshop

- Develop a Fire engine fleet replacement strategy.

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PROJECTS COMPETING FOR THE MOST CONSTRAINED RESOURCES

Community Development Department

- Initiate Cuesta Park Annex master planning process.
- Initiate process to amend Zoning Ordinance to allow reduced parking for senior and affordable housing projects.
- Implement Historic Preservation Ordinance follow-up items (historic resources inventory, tax rebate program).
- Review of child-care efforts/strategies, including potential zoning changes to allow for more child-care centers.
- Develop rental housing inventory and tracking system.
- Removal of nonprofit use reference from Charleston East site.
- Development of minimum-density requirements.
- Continue Moffett Boulevard/Highway 101 gateway property planning.
- Develop requirements for bicycle facilities in small development.

City Manager's Office

- Initiate Cuesta Park Annex master planning process.
- Conduct resident/customer services satisfaction survey.
- Continue cable television franchise renewal process.
- Implementation of departmental/programmatic cost of service reviews.

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601-03-24-05A^

**CITY OF MOUNTAIN VIEW
MEMORANDUM**

DATE: March 18, 2005

TO: Kevin C. Duggan, City Manager

FROM: Elaine Costello, Community Development Director

SUBJECT: COUNCIL GOALS FOR THE COMMUNITY DEVELOPMENT
DEPARTMENT FROM THE COUNCIL'S 2005 GOAL-SETTING SESSION

At the February 15, 2005 Council goal-setting workshop, the Council included in their priorities a number of goals that involve Community Development Department (CDD) staff. These CDD Council goals are shown on Attachment 1 with estimates of the total staff in full-time equivalents (FTE) required to accomplish these goals. For the Building and Neighborhood Preservation Divisions, the Council goals reflect projects, like the development of an affordable housing strategy, that staff has been working on and will have the resources to complete. In the Economic Development Division, the amount of work that will be involved in the creation and staffing of the economic development task force will be brought to the Council in a separate study session to define the resources required.

We are seeking more direction on how the Council wants to approach the Planning Division goals relative to other Planning projects anticipated for FY 2005-06. There are 8.0 permanent staff Planners, and we are requesting 3.0 FTE in contract Planning assistance for next fiscal year (2.0 FTE for General Fund projects, 0.5 FTE for projects in downtown and 0.5 FTE for projects in the North Bayshore Area) to address the projected workload for FY 2005-06 shown on Table 2. About 9.25 of the 11.0 FTE available in the Planning Division will be committed to the completion of basic division tasks and ongoing major private projects. When we add in the continuing nondevelopment Council goals of 0.6 FTE, we have committed 9.85 of the 11.0 available permanent and contract Planning FTE for the next fiscal year. The potential large private projects

could add another 3.1 FTE, leading to a staff shortage of -1.95 FTE. Adding the new Council goals brings the deficit of staff to -2.95 FTE.

Summary of Projected FY 2005-06 Planning Work	FTE Required	FTE Balance (11 Available FTE)
Basic Division Tasks and Ongoing Major Private Projects	9.25	1.75
Continuing Nondevelopment Council Goals	0.6	1.15
Potential Large Private Projects	3.1	-1.95
New Council Goals	1.0	-2.95

We are concerned that the Planning Division will be overcommitted next year, and we do not know the entire workload yet. For FY 2004-05, we found that several complex private projects and issues emerged during the fiscal year, after the Council had established its goals. Examples of these major projects include the guidelines for industrial-to-residential conversions, the higher density R4 zoning standards, the Charleston Road commercial development, Water Resources Collaborative work and the Colony Street/Rengstorff Avenue rezoning to residential. A summary of the actual FY 2004-05 work program is shown in Attachment 3. The workload exceeds available staff by 2.7 FTE.

Staff has adapted to this large and increasing workload in FY 2004-05 by trying to keep every project moving forward. Projects have moved more slowly than they have in the past when there were not as many constraints on staff resources. Some projects from this fiscal year will continue on into next fiscal year as shown on Table 3. Some Council goals, like review of minimum densities, removal of the nonprofit use reference for Charleston East and the historic resources inventory will not be as far along by the end of the fiscal year as we had scheduled before other projects were added to the Planning workload. We anticipate working on them in Fiscal Year 2005-06.

Since it will not be possible to complete everything that is now on the Planning Division work plan for FY 2005-06, it would be very helpful to hear from Council how they would like to proceed. Below are two alternative approaches:

- Continue Current Approach

Planning staff could continue the current process of setting up work plans for Council goals and other major projects and moving all of the private and City-initiated projects forward as time and resources permit.¹ All projects will move slowly. Staff will make some progress on all Council goals.

- Prioritize Council Goals

An alternative would be for the Council to prioritize among the private nondevelopment Council goals for Planning staff for next fiscal year, Numbers 11 to 19 on Table 1, indicating which of the continuing goals are most important. This would give staff helpful information about which projects we should begin sooner and which projects can be deferred. Since we do not know the entire private development workload, it is possible that some of the projects we anticipate could not happen or other private and City projects could be added. This alternative would allow higher-priority projects to move forward more quickly. It would provide guidance on the order in which projects should be added, if we have more resources, or deferred, if the private development workload increases.

Elaine Costello
Community Development Director

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802-03-15-05M^

Attachments

¹ In developing these estimates, staff assumes the use of some consultant assistance on the historic resources survey, the rental housing inventory and the parking reductions for senior and affordable housing projects. We do not list a cost for this consulting work because a work program is needed before we can estimate costs. These work programs will be brought to the Council, and consultant costs and appropriations will be established at that time.

TABLE 1
COMMUNITY DEVELOPMENT DEPARTMENT'S COUNCIL GOALS
FROM THE 2005 GOAL-SETTING WORKSHOP

NO.	CITY COUNCIL CDD GOALS	PLANNING	BUILDING INSP	NEIGHBOR- HOODS	ECONOMIC DEV	TOTAL FTE
1	Evaluate Creation of an Economic Development Task Force				0.50	0.50
1A	Implement a Marketing Strategy for the Redevelopment of Downtown City-Owned Properties				0.10	0.10
2	Development of an Affordable Housing Strategy			0.25		0.25
3	Construction of Efficiency Studios Housing Project		0.20	0.20		0.40
4	Construction of California Street/Bryant Street Parking Structure		0.50		0.10	0.60
5	Begin Construction of the New Senior Center Facility		0.35			0.35
6	Palo Alto Medical Foundation Project Construction	0.05	0.65		0.05	0.75
7	El Camino Hospital Redevelopment Project Construction	0.10	0.85			0.95
8	Mayfield Site EIR/Zoning	1.30				1.30
9	Central Park Apartments Rezoning and General Plan Amendment	0.50		0.10		0.60
10	R4 Standards and Rezoning of 291 Evandale Avenue	0.50				0.50
11	Initiate Process to Amend Zoning Ordinance to Allow Reduced Parking for Senior and Affordable Housing Projects	0.15				0.15
12	Cuesta Park Annex Master Planning	0.25				0.25
13	Historic Preservation Ordinance Follow-Up Items (Historic Resources Inventory, Tax Rebate Program Implementation)¹	0.25				0.25
14	Review of Child-Care Efforts/Strategies, Including Potential Zoning Changes to Allow for More Child-Care Centers	0.15			0.10	0.25
15	Develop Rental Housing Inventory and Tracking System	0.10				0.10
16	Charleston East—Removal of Nonprofit Use Reference	0.15			0.10	0.25
17	Development of Minimum-Density Requirements	0.20				0.20
18	Moffett Boulevard/Highway 101 Gateway Property Planning	0.30			0.20	0.50
19	Bicycle Facilities for Small Developments	0.05				0.05
TOTALS		4.05	2.55	0.55	1.15	8.30

¹ Assumes a historic preservation consultant will be hired for the survey. If that does not occur, would require about 0.5 additional FTE.

TABLE 2
PROJECTED FY 2005-06 PLANNING DIVISION WORK PROGRAM

No.	TASKS	FTE REQUIRED
		TOTAL FTE
Total Available Planning Division Staff		8.00
Requested Contract Planning Staff		3.00
Basic Division Tasks		
1	General Division Management, Zoning Code interpretations, guidance on development applications, oversee staff and staff development	1.00
2	EPC staffing, data reporting, regional studies	0.25
3	Housing Element annual review	0.10
4	Staff public counter	1.00
5	Review of routine planning applications	3.00
6	ZA public hearings, DRC meetings	0.50
7	Downtown Planning Permits	0.50
Subtotal		6.35
Ongoing Major Private Projects		
8	Mayfield Site EIR & Project*	1.30
9	R4 Standards and Rezoning of 291 Evandale*	0.50
10	Central Park Apartments Rezoning and General Plan Amendment*	0.50
11	180 Evandale (Lucky-U Motel) redevelopment	0.10
12	Alvin/Middlefield (70-unit apartment)	0.25
13	PAMF Construction*	0.05
14	El Camino Hospital Redevelopment Project Construction*	0.10
15	Plan checks for Senior Center; Downtown Parking Structure*	0.10
Subtotal		2.90
Subtotal basic tasks + development projects		9.25
Continuing Non-Development Council Goals		
16	Charleston East- Removal of nonprofit use reference	0.15
17	Development of Minimum Density Requirements	0.20
18	Historic Preservation Ordinance Follow-Up items (Historic Resources Inventory, Tax Rebate Program, Implementation)	0.25
Subtotal		0.60
Subtotal basic tasks + development projects + CC goals		9.85
Potential Large Private Projects		
19	Grant Road - Pumpkin Patch annexation	1.25
20	Colony/Rengstorff rezoning to residential	0.40
21	Hetch-Hetchy ROW site redevelopment	0.15
22	Rezoning and Redevelopment of South Bay Christian Church	0.50
23	Rezoning and Redevelopment of North Park Apartments	0.50
24	Additional Rezoning for private projects	0.30
Subtotal		3.10
Subtotal basic tasks + development projects + CC goals + potential projects		12.95
New Council Goals		
25	Cuesta Park Annex Master Plan	0.25
26	Initiate process to amend Zoning Ordinance to allow reduced parking for senior and affordable housing projects	0.15
27	Develop Rental Housing Inventory & Tracking system	0.10
28	Review of Child-Care Efforts/Strategies, including potential zoning changes to allow for more child-care centers	0.15
29	Moffett Blvd./ Highway 101 property planning	0.30
30	Bicycle facilities in small developments	0.05
Subtotal		1.00
TOTAL FTE REQUIRED		13.95
Staffing Shortage		(2.95)

NOTES:

- 1 1 FTE - 1,500 hours average
- 2 Advance Planning staff - PP, SP
- 3 Current Planning staff - PM, ZA, DZA, SP, Assoc.P, Asst.P
- * Council Goal (Development)

TABLE 3
ACTUAL FY 2004-05 PLANNING DIVISION WORK PROGRAM

No.	TASKS	FTE REQUIRED
		TOTAL FTE
Total Available Staff		7.50
Actual Contract Planning Staff		1.50
Basic Division Tasks		
1	General Division Management, Zoning Code interpretations, guidance on development applications, oversee staff and staff development	1.00
2	EPC staffing, data reporting, regional studies	0.25
3	Staff public counter	1.00
4	Review of routine planning applications	3.00
5	ZA public hearings, DRC meetings	0.50
6	Downtown Planning Permits	0.40
Subtotal		6.15
Large Private Development Projects		
7	Mayfield Mall Project	1.30
8	Palo Alto Medical Foundation project	0.50
9	El Camino Hospital Redevelopment	0.20
10	300 Ferguson	0.40
11	505 Evelyn Ave - (Worsham property)	0.40
12	R4 Standards and Rezoning of 291 Evandale	0.35
13	Central Park Apartments Rezoning and General Plan Amendment	0.35
14	180 Evandale (Lucky-U Motel) redevelopment	0.10
15	Townhouse Amendments	0.10
16	Charleston Road Commercial development	0.15
17	Alvin/Middlefield (70-unit apartment)	0.25
Subtotal		4.10
Subtotal of basic tasks + development		10.25
City Council Initiated Projects (CC Goals)		
18	Rowhouse Guidelines	0.20
19	Fiscal Impact and Gatekeeper - 1 year review	0.05
20	Historic Preservation follow-up	0.20
21	Charleston East - Removal of nonprofit use reference	0.05
22	Development of minimum Density Requirements	0.05
23	Housing Element Implementation	0.10
24	CIP project design assistance (parking garage, Senior Center, etc.)	0.15
25	NPDES & Water Resources implementation	0.15
26	Industrial to residential conversion study	0.10
Subtotal		1.05
Subtotal of basic tasks + development+ CC goals		11.30
Other Potential Large Private Projects		
27	Initiation of Grant Road - Pumpkin Patch annexation	0.10
28	Colony/Rengstorff rezoning to residential	0.30
Subtotal		0.40
TOTAL FTE REQUIRED		11.70
Staffing Shortage		(2.70)

NOTES:

- 1 1 FTE - 1,500 hours average
- 2 Advance Planning staff - PP, SP
- 3 Current Planning staff - PM, ZA, DZA, SP, Assoc.P, Asst.P
- 4 1 DZA and 1 Associate Planner position currently vacant = 0.5 FTE for year fewer staff resources available as a result
- 5 0.5 FTE for contract planner funded with Revitalization District funds to review downtown related projects
- 6 Includes 1 FTE for contract planner to assist in review of projects where fees are charged on a cost recovery basis

**CITY OF MOUNTAIN VIEW
MEMORANDUM**

DATE: March 25, 2005

TO: City Council

FROM: Kevin C. Duggan, City Manager

SUBJECT: PROPOSED FY 2005-06 MAJOR CITY GOALS—CITY MANAGER
OFFICE-RELATED GOALS

At its February 15 goal-setting workshop, the City Council reviewed approximately 56 potential major City goals for the upcoming fiscal year.

The City Manager's Office has oversight responsibility to ensure all major City goals are accomplished in a timely manner. Additionally, during FY 2005-06, the City Manager's Office will be directly responsible for four of the proposed major City goals:

- Initiate Cuesta Park Annex master planning process.
- Conduct resident/customer satisfaction survey.
- Continue cable television franchise renewal.
- Implementation of departmental/programmatic cost of service review.

Recognizing the staffing reductions that have occurred in the City Manager's Office since FY 2001-02 and the cumulative impact these four major City projects will have on the Office in FY 2005-06, a request for \$20,000 in one-time funding has been included in the FY 2005-06 City Manager's Office budget to pay for increased Senior Administrative Analyst work hours and/or contractual assistance to support these goals.

The requested funding is only a preliminary estimate subject to adjustment based on additional direction from the City Council regarding the scope of each of these four goals.

Cuesta Park Annex Master Planning Process

At a future study session, staff will be seeking City Council input regarding the proposed scope of the Cuesta Park Annex master planning process goal. Previous staff estimates for the completion of the goal have indicated that the master planning process

would take 18 months and could cost approximately \$75,000 to \$90,000 to complete. A placeholder request of \$40,000 has been included in the FY 2005-06 City Manager's Office budget until the scoping of this goal is completed.

Additional Council direction regarding the proposed master planning process (e.g., the types of potential land use options to be considered, the need for a citizen advisory committee) will be required prior to staff being able to determine if there are sufficient staff resources in the City Manager's Office (with the additional one-time funding) to manage the project during FY 2005-06 as well as how much additional funding will be required to complete the master planning process.

Conduct Resident/Customer Satisfaction Survey

In addition to the \$35,000 in one-time moneys that has been requested to conduct a resident/customer satisfaction survey, \$5,000 in increased staff hours has been requested to support this goal during the upcoming fiscal year. These increased resources should be sufficient to allow for the timely completion of this goal during FY 2005-06.

Continue Cable Television Franchise Renewal

The City's current cable television franchise holder, Comcast Communications, Inc. (Comcast), has requested renewal of its franchise with the City prior to the franchise's expiration on November 1, 2006.

A cable franchise renewal process can be very complex, time-consuming (usually 12 months to 18 months) and expensive. The process can be shortened and made less time-consuming and less expensive if the City and cable operator agree to an informal negotiation process or if the City determines that it may be appropriate to extend the term of the current franchise rather than negotiating an entirely new agreement.

It is likely that pursuing an extension (probably five years at most) of the existing cable franchise with Comcast could be accomplished with existing staff resources within the City Manager's Office. Some additional funding from the City's Cable Fund may be required to supplement the \$40,000 already appropriated for the renewal process.

Pursuing a renewal of the City's cable television franchise (either formally or informally) will be a much more time- and staff-intensive process significantly impacting the workload of at least one staff position in the City Manager's Office. This will require the reallocation/assignment of existing projects and new priorities among the limited number of staff positions in the City Manager's Office. Additional funding from the City's Cable Fund will also be required.

Staff will be presenting a more in-depth discussion regarding the relative advantages and disadvantages of pursuing an extension of the existing cable franchise versus a renewal/negotiation of the City's franchise agreement with Comcast in the near future.

Implementation of Departmental/Programmatic Cost of Service Reviews

The City Manager's Office will likely be leading this goal, with assistance from the Finance and Administrative Services Department.

Additional Council discussion to further clarify and define the goal will be needed before staff can determine if there are sufficient staff resources to support this goal in FY 2005-06.

Limited staff resources in the City Manager's Office may make it difficult for the office to manage all four of these projects during the upcoming fiscal year in addition to the department's other ongoing responsibilities.

Kevin C. Duggan
City Manager

KCD/LF/8/MGR
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